BERLIN-BOYLSTON PUBLIC SCHOOL DISTRICT
BERLIN-BOYLSTON, MASSACHUSETTS

AN EQUAL OPPORTUNITY EMPLOYER

APPLICATION FOR SUPERINTENDENT (Interim)

Personal Information:

Name Susan Kustka

Address [redacted]

[redacted]

city state zip

Email Address [redacted]

Home Phone

Office Phone

Cell Phone [redacted]

How may we contact you? ☐ at work ☐ at home ☑ by e-mail ☑ by cell phone

Certifications Held

Certification [redacted]

State

Are you licensed as a superintendent in Massachusetts? ☑ YES ☐ NO

Are you eligible for licensure as a superintendent in Massachusetts? ☐ YES ☐ NO

If not, have you submitted an application for certification as a superintendent in Massachusetts? ☐ YES ☐ NO

Date of application:

Current School District Information:

Are you presently under contract to a school district? yes

If yes, when does your contract expire? June 2026

Name of District Holliston

Position Superintendent

Academic and Professional Training:

High School(s), Colleges, Universities Attended	Location	Degree
NEU	Boston	Ed.D.
Fitchburg State	Fitchburg, MA	CAGS
Boston College	Boston	M.Ed.
UMASS Boston	Boston	B.S.
Monsignor Ryan	Boston	HS

Professional Experience:

No. Years	Dates From/To	Position	School District
5	2020-2025	Supt.	Holliston
6	2013-2019	Asst. Supt.	Weymouth
4	2009-2013	Asst. Principal/ Director	Hanover
10	1999-2009	Elementary Educator	Plymouth
5	1994-1999	Special Educator	Scituate

Other Relevant Work Experience and Achievements:

TEC Board

ACCEPT Board

Tri-County Supt. Roundtable President

Memberships in Professional Organizations:

MASPA

MASC

MASS Supt

References:

Please list below the names and addresses of three persons who have knowledge of your professional competence and character, whom we may contact should you become a finalist.

Name Anna Nolin Address Newton Schools

Relationship Co-President Phone Number [redacted]

Name Travis Ahern Address Town of Holliston

Relationship Former Town Manager Phone Number [redacted]

Name Tina Hein Address Town of Holliston

Relationship Select Board Chair Phone Number [redacted]

A complete application form includes the following:

X 1. A completed and signed application form. **APPLICATIONS WILL NOT BE CONFIDENTIAL.**

X 2. An up-to-date resume.

X 3. A copy of the candidate's Massachusetts superintendent license, or evidence that the candidate is eligible for licensure as a superintendent in Massachusetts and has submitted his/her application to the Department of Education.

X 4. Evidence of highest degree earned (copy of diploma, license and/or certificate).

X 5. Three recent letters of reference (within the past three years preferred) from persons **other than those listed on the previous page.**

X 6. The Committee requests a personal statement describing your major educational accomplishments and the specific leadership and management skills you can bring to the superintendency of the Berlin-Boylston Public School District.

All application documents listed above must be received in the MASC office on or before **April 4, 2025** at 3:00pm.

Please note: MASC does not maintain an applicant file for use in future searches.
A new application and application materials listed are required for each search.

I understand that my application will become public information.

Signature [signature] Date 04/03/2025

Send all information to:

Berlin-Boylston Public Schools Search
c/o Tracy Novick
MASC
One McKinley Square
Boston, Massachusetts 02109
Telephone: (617) 523 – 8454
FAX: (617) 702 – 4111

Email all information to Ann-marie Martin: amartin@masc.org

For further information please contact Tracy Novick at tnovick@masc.org (508-579-5472)
Please do not contact school committee members or members of the school administration.



Dr. Susan E. Kustka [redacted]

STATEMENT OF PROFESSIONAL COMMITMENT:

I am a goal-oriented and passionate educational leader with 29+ years of expertise in public education. As a district leader, I am committed to promoting social justice and equity for all students and preparing educators to advance college and career success and global learning. While I value collaboration in my leadership, I am also capable of making difficult decisions confidently and always in the best interest of students. My dedication to excellence and ability to build strong relationships with stakeholders in both community and educational settings empower me to be an exceptional educational leader for your school community.

AREAS OF EXPERTISE:

- Strategic Planning
- Fiscal Oversight/ Budget Development
- Curriculum Development & Alignment
- Contract Negotiations
- Instructional Leadership
- Program Development & Redesign
- Effective Communication Skills
- Staff Development
- Special Education Oversight
- Personnel Hiring & Retention

PROFESSIONAL EXPERIENCE:

Superintendent

Holliston Public Schools **7/2020-Present**

- Strategically working to enhance the supervision, evaluation, and growth of all central leaders and principals
- Improving equity and retention of leadership positions and educators with enhanced hiring expectations
- Acting as collaborator/contributor at Holliston Select Board, Fincom, town administrator department meetings
- Acting as the district liaison supporting new HSC Policy development and Budget Subcommittee
- Leading the HPS Wellness Committee and implementing new protocols to enhance wellness district-wide
- Implementing REDI (Racial, Equity, Diversity, and Inclusion) training to address inequities district-wide
- Supporting the HSC with bargaining of three HFT contracts and all non-union contracts
- Successfully developing and implementing a multi-year plan to ensure Free Full Day K for all students
- Submitting the Statement of Interest through MSBA seeking approval for feasibility for a new high school
- Creating a Director of SEL & Equity role leading to improved anti-bias work and decreasing mental health trends
- Supporting an equity audit and steering committee as a strategic initiative identified has increased equity
- Initiating and implementing a rigorous 2022-2027 HPS Strategic Plan with stakeholders and improving outcomes
- Directly aligning of budget, PD, and all school/district goals has streamlined HPS efforts & created efficiencies
- Reimplementation and enhancing of learning walkthroughs to increase capacity and align leadership lens
- Founding and co-facilitating the Holliston Coalition Against Hate & Bias to promote community allyship
- Developing of COVID reopening plans led to daily synchronous instruction for students mitigating regression
- Enhancing expectations for using data to inform instruction is leading to improved student outcomes

Assistant Superintendent for Administration and Personnel

Weymouth Public Schools **8/2013-6/2019**

- Negotiation of all seven collective bargaining agreements directly with School Committee
- Operational oversight for HR and personnel policies for about 1,400 employees
- Hiring and supervision and support for all school personnel and departments
- Direct evaluation of district administrators and oversight of evaluation of all staff
- Implementation of new hiring procedures and direct screening, interviewing, and hiring of key staff

- Maintaining all relevant personnel information including licensure and SEI endorsements
- Facilitating the Safety & Security Team and all safety initiatives and training
- Developing and coordinating recommendations for policy and regulation changes to School Committee
- Acting as a member of the Budget Subcommittee for the annual school budget
- Hearing and responding to all Level II grievances filed by employee organizations
- Projecting enrollment and determining related staff and program needs
- Serving as the District Title IX and VI, Civil Rights, ADA, and MA General Law Coordinator
- Writing of grants and involvement in grant allocations
- Coordination of year-round district-wide family engagement events

Director of Teaching and Learning
Hanover Public Schools **7/2010-7/2013**

- Writing/ allocating/ expending district competitive and entitlement grants
- Leading district K-12 curriculum team/ electronic curriculum development and mapping with K-12 staff
- Involvement in district budget development
- Planning and leading Professional Development for all district staff
- Development and implementation of a K-4 electronic standards-based report card
- Development of K-8 common assessments and district determined measures with staff;
- Leading data meetings to support RtI interventions/ plan differentiation of instruction for K-8 staff
- Leading, including implementation of Common Core standards for ELA and math in grades K-8
- Overseeing district technology to support curriculum and special needs accommodations
- Program development and planning for new full day Kindergarten
- Working directly with superintendent on K-12 district-wide initiatives

Assistant Principal of Curriculum and Instruction
Cedar Elementary School, Hanover, MA **8/2009-6/2010**

- Staff evaluation, professional development and training
- MCAS coordinator and action plan development
- Grant writing and allocating of funds
- RtI and intervention program development
- Budget development
- Support for district curriculum initiatives
- Data analysis and assessment development
- Co-chairing Sped TEAM meetings

Elementary Educator, Hedge Elementary School, Plymouth, MA **1/1999-8/2009**

Special Educator, Gates Intermediate School, Scituate, MA **10/1994-1/1999**

EDUCATION / TRAINING:
2014-2017 **Northeastern University,** Boston, MA: Ed.D. in Curriculum, Teaching, Learning & Leadership
2001-2005 **Fitchburg State University,** Fitchburg, MA; CAGS in Interdisciplinary Studies- GPA 4.0
1992-1994 **Boston College,** Chestnut Hill, MA; M.Ed. in Moderate Special Needs- GPA 3.8
1988-1990 **University of Massachusetts,** Boston, MA; B.S. in Elem. Education and English -GPA 3.8

Professional Organizations:
Co-President Tri-County Superintendent Roundtable
ACCEPT Education Collaborative Board Chair
The Education Cooperative Board Member
MA Association of School Superintendents
MA Association of School Personnel Administrators
Leading Now's Spring 2024 Learning Cohort
Holliston Coalition Against Hate & Bias

Certificate # [redacted]
Superintendent/Assistant Superintendent (All Levels)
VocTech Superintendent/Assistant Super (9-14)
School Business Administrator (All Levels)
Special Education Administrator
Supervisor/ Director Non-Core
Principal/Assistant Principal (PreK-6, 5-8, 5-12)
SEI Endorsement

UNOFFICIAL LICENSE INFORMATION

dese Massachusetts Department of Elementary and Secondary Education

Susan E Kustka
411 Ocean Street
Marshfield, MA 02050

This license information was generated by the educator from the Department's electronic licensure file, ELAR 2.0. It should not be taken as proof of current licensure or as an official record. The Department advises that verification of this information via ELAR is always necessary.

Educator: Susan E Kustka

MEPID: [redacted]

License No. [redacted]

Original Certification Date: 07/10/1990

Field (Level)	Category	Application Type	Issue Date	Expiration Date
Endorsements, Sheltered English Immersion - Administrator, Level depends on prereq license, Endorsement			08/27/2014	
Academic: Administrator, School Business Administrator, All Levels, Initial			06/18/2015	
Academic: Administrator, Special Education Administrator, All Levels, Initial			02/16/2016	
Academic: Administrator, Superintendent/Assistant Superintendent, All Levels, Professional			06/27/2016	06/26/2026
Voc Tech Administrator , VocTech Superintendent/Assistant Super, 9-14, Initial			04/09/2019	
Academic: Administrator, Principal/Assistant Principal, 5-12, Initial			04/23/2020	
Academic: Teacher, Elementary, 1-6, Professional			07/10/1990	06/16/2014
Academic: Teacher, English, 5-9, Professional			11/07/1997	06/16/2014
Academic: Teacher, Special Needs, PreK-9, Professional			04/13/1999	06/16/2014
Academic: Administrator, Principal/Assistant Principal, 5-8, Professional			03/17/2014	03/16/2024

** Cont'd on next page

ELAR Educator Licensure and Renewal

Please contact the Department of Elementary and Secondary Education customer service at 781-338-6600, if your license information above is incorrect or incomplete.

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dese Massachusetts Department of Elementary and Secondary Education

Susan E Kustka
411 Ocean Street
Marshfield, MA 02050

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Educator: Susan E Kustka
MEPID: [redacted]

License No. [redacted]
Original Certification Date: 07/10/1990

Field (Level)	Category	Application Type	Issue Date	Expiration Date
Academic: Administrator, Principal/Assistant Principal, PreK-6, Professional			03/17/2014	03/16/2024
Academic: Administrator, Supervisor/Director - Non-Core, Level depends on prereq license, Professional			03/17/2014	03/16/2024

****Provisional/Preliminary licenses and initial licenses are valid for five (5) years of employment. Military Spouse licenses are valid for three (3) years of employment. Temporary licenses are valid for one (1) year of employment.**

ELAR Educator Licensure and Renewal

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NORTHEASTERN UNIVERSITY

OFFICIAL UNIVERSITY TRANSCRIPT

Northeastern

Office of the University Registrar
230-271
360 Huntington Avenue
Boston, MA 02115-5000
email: transcripts@northeastern.edu web: http://www.northeastern.edu/registrar/

Record of: Susan Elizabeth Kustka-McLaughlin NUID: [redacted]
Issued To: Susan Kustka
[redacted]

Primary Program
Doctor of Education
College : College of Professional Studies
Major : Education
Maj/Concentration : Curr, Teaching, and Leadership

Degree Awarded Doctor of Education 01-APR-2017
Primary Degree
College : College of Professional Studies
Major : Education
Maj/Concentration : Curr, Teaching, and Leadership

SUBJ NO.	COURSE TITLE	CRED	GRD	PTS	R

TRANSFER CREDIT ACCEPTED BY THE INSTITUTION:

TransferFrom Fitchburg St College

TRAN 0	Transfer Credit	9.00	T		
Ehrs: 9.000	GPA-Hrs: 0.000	QPts: 0.000	GPA: 0.000		

INSTITUTION CREDIT:

Winter 2014 CPS Quarter					
EDU 7209	Intro to Doctoral Studies	3.00	A	12.000	
Ehrs: 3.000	GPA-Hrs: 3.000	QPts: 12.000	GPA: 4.000		
Spring 2014 CPS Quarter					
EDU 7214	Learning and Human Development	3.00	A	12.000	
Ehrs: 3.000	GPA-Hrs: 3.000	QPts: 12.000	GPA: 4.000		
Summer 2014 CPS Quarter					
EDU 7217	Ed Systems Policy/Values/Pract	3.00	A	12.000	
EDU 7244	Curriculum Theory and Practice	3.00	A	12.000	
Ehrs: 6.000	GPA-Hrs: 6.000	QPts: 24.000	GPA: 4.000		

********** CONTINUED ON NEXT COLUMN **********

SUBJ NO.	COURSE TITLE	CRED	GRD	PTS	R

Institution Information continued:

Fall 2014 CPS Quarter					
EDU 7202	Transforming Human Systems	3.00	A-	11.001	
EDU 7210	Leadership Theory and Research	3.00	A	12.000	
Ehrs: 6.000	GPA-Hrs: 6.000	QPts: 23.001	GPA: 3.834		
Winter 2015 CPS Quarter					
EDU 7280	Fundamentals of Research	3.00	A	12.000	
Ehrs: 3.000	GPA-Hrs: 3.000	QPts: 12.000	GPA: 4.000		
Spring 2015 CPS Quarter					
EDU 7281	Research Design	3.00	A	12.000	
Ehrs: 3.000	GPA-Hrs: 3.000	QPts: 12.000	GPA: 4.000		
Summer 2015 CPS Quarter					
EDU 7213	Education Entrepreneurship	3.00	A	12.000	
EDU 7216	Social Justice & Educ Equity	3.00	A	12.000	
Ehrs: 6.000	GPA-Hrs: 6.000	QPts: 24.000	GPA: 4.000		
Fall 2015 CPS Quarter					
EDU 7242	Situated Leadership	3.00	A	12.000	
EDU 7283	Proposal Dev - Qualitative	3.00	A	12.000	
Ehrs: 6.000	GPA-Hrs: 6.000	QPts: 24.000	GPA: 4.000		
Winter 2016 CPS Quarter					
EDU 7274	ST: Organizational Consulting	3.00	A	12.000	
Ehrs: 3.000	GPA-Hrs: 3.000	QPts: 12.000	GPA: 4.000		
Spring 2016 CPS Quarter					
EDU 8796	Thesis Proposal/Review Board	0.00	S	0.000	
Ehrs: 0.000	GPA-Hrs: 0.000	QPts: 0.000	GPA: 0.000		

********** CONTINUED ON PAGE 2 **********

Linda Allen

Linda Allen Asst. VP and University Registrar

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Record of: Susan Elizabeth Kustka-McLaughlin NUID: [redacted]

SUBJ	NO	COURSE TITLE	CRED	GRD	PTS	R
Institution Information continued:						
Summer 2016 CPS Quarter						
EDU	8791	Doctoral Thesis Continuation	0.00	S	0.000	
Ehrs: 0.000 GPA-Hrs: 0.000 QPts: 0.000 GPA: 0.000						
Fall 2016 CPS Quarter						
EDU	8797	Thesis Data Collect/Management	0.00	S	0.000	
Ehrs: 0.000 GPA-Hrs: 0.000 QPts: 0.000 GPA: 0.000						
Winter 2017 CPS Quarter						
EDU	8798	Thesis Data & Presentation	0.00	S	0.000	
EDU	8799	Thesis Findings & Discussion	12.00	A	48.000	
Ehrs: 12.000 GPA-Hrs: 12.000 QPts: 48.000 GPA: 4.000						

********** TRANSCRIPT TOTALS **********

	Earned Hrs	GPA Hrs	Points	GPA
TOTAL INSTITUTION	51.000	51.000	203.001	3.980
TOTAL TRANSFER	9.000	0.000	0.000	0.000
OVERALL	60.000	51.000	203.001	3.980

********** END OF TRANSCRIPT **********

APR 12 2017

Linda Allen

Linda Allen Asst. VP and University Registrar

OFFICIAL UNIVERSITY TRANSCRIPT

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NORTHEASTERN UNIVERSITY

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Record of: Susan Elizabeth Kustka-McLaughlin NUID: [redacted]
Issued To: Susan Kustka
[redacted]

SUBJ	NO.	COURSE TITLE	CRED	GRD	PTS	R

********** TRANSCRIPT TOTALS **********

	Earned Hrs	GPA Hrs	Points	GPA
TOTAL INSTITUTION	0.000	0.000	0.000	0.000
TOTAL TRANSFER	0.000	0.000	0.000	0.000
OVERALL	0.000	0.000	0.000	0.000

********** END OF TRANSCRIPT **********

COPY

APR 12 2017

Linda Allen

Linda Allen Asst. VP and University Registrar

THE NAME OF THE UNIVERSITY APPEARS IN SMALL WHITE PRINT ACROSS THE ENTIRE FACE OF THIS DOCUMENT

OFFICIAL UNIVERSITY TRANSCRIPT

Display Transcript

@[redacted]usan King
Dec 02, 2015 03:48 pm

This is NOT an official transcript. Courses which are in progress may also be included on this transcript.

If you have any questions regarding your **Fitchburg State University** transcript, please contact the Registrar's Office at registrar@fitchburgstate.edu.

Fitchburg State University Transcript

Transfer Credit Institution Credit Transcript Totals

Transcript Data
STUDENT INFORMATION

Name : Susan King
Student Type: Continuing
Curriculum Information

Current Program
Major and Department: Interdisciplinary Studies -GR, Humanities

***Transcript type:WEB is NOT Official ***

DEGREES AWARDED

Awarded: Cert Adv Graduate Study **Degree Date:** Jan 20, 2006
Curriculum Information

Primary Degree
Major: Interdisciplinary Studies -GR

TRANSFER CREDIT ACCEPTED BY INSTITUTION -Top-

Fall 2000: Framingham State University

Subject	Course	Title	Grade	Credit Hours	Quality Points	R
EDUC	7990	Tranfer Elective	TR	3.000	0.00	

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	0.000	0.000	3.000	0.000	0.00	0.00

Unofficial Transcript

INSTITUTION CREDIT -Top-

Term: Summer 2 1999
Academic Standing: Good Standing

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
EDUC	6033	GR	Understanding Teaching I-Plymo	4.0	3.000	12.00	

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:						

	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative:	3.000	3.000	3.000	3.000	12.00	4.00

Unofficial Transcript

Term: Summer 1 2001
Academic Standing: Good Standing

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
PDEV	6022	GR	Proj Read:Phon/Written Exp/Rdg	4.0	3.000	12.00	
PDEV	6066	GR	Earth Sci Topics For Framewks/	4.0	3.000	12.00	

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	6.000	6.000	6.000	6.000	24.00	4.00
Cumulative:	9.000	9.000	9.000	9.000	36.00	4.00

Unofficial Transcript

Term: Fall 2001
Academic Standing: Good Standing

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
EDUC	7006	GR	Devl Of Learn Centers	4.0	3.000	12.00	

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative:	12.000	12.000	12.000	12.000	48.00	4.00

Unofficial Transcript

Term: Fall 2002
Academic Standing: Good Standing

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
EDLM	8020E	GR	Law for the Educator	4.0	3.000	12.00	

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative:	15.000	15.000	15.000	15.000	60.00	4.00

Unofficial Transcript

Term: Summer 1 2003
Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
EDUC	7000E	GR	Topics:Differentiated Instr	4.0	3.000	12.00	I

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA

Current Term:	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative:	18.000	18.000	18.000	18.000	72.00	4.00

Unofficial Transcript

Term: Fall 2003
Academic Standing: Good Standing

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
EDUC	7025E	GR	Teaching Sci Elem Middle Schoo	4.0	3.000	12.00	

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative:	21.000	21.000	21.000	21.000	84.00	4.00

Unofficial Transcript

Term: Spring 2004
Academic Standing: Good Standing

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
EDUC	7000E	GR	Topics in Educ: Using Tech Str	4.0	3.000	12.00	I

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative:	24.000	24.000	24.000	24.000	96.00	4.00

Unofficial Transcript

Term: Summer 1 2004
Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
EDUC	7000E	GR	Topics: Educ Priming Gray Matt	4.0	3.000	12.00	I

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative:	27.000	27.000	27.000	27.000	108.00	4.00

Unofficial Transcript

Term: Summer 2 2005
Academic Standing:

Subject	Course	Level	Title	Grade	Credit Hours	Quality Points	R
IDIS	9400	GR	Seminar/Internship IDIS Stud	4.0	6.000	24.00	

Term Totals (Graduate)

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term:	6.000	6.000	6.000	6.000	24.00	4.00

Cumulative:	33.000	33.000	33.000	33.000	132.00	4.00

Unofficial Transcript

TRANSCRIPT TOTALS (GRADUATE) -Top-

	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Total Institution:	33.000	33.000	33.000	33.000	132.00	4.00
Total Transfer:	0.000	0.000	3.000	0.000	0.00	0.00
Overall:	33.000	33.000	36.000	33.000	132.00	4.00

Unofficial Transcript

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BOSTON COLLEGE

CHESTNUT HILL, MASSACHUSETTS 02167

ACADEMIC RECORD

NAME	STUDENT NO.	SCHOOL ATTENDED
SUSAN KING	[redacted]	U MASS BOSTON

ADDRESS ON ADMITTANCE	ADMITTED TO
[redacted]	GRADUATE ARTS & SCIENCES

DEGREE CONFERRED AND DATE	CONCENTRATION	DATE OF BIRTH
M.Ed. SEPTEMBER 1, 1994	MED/SPEC ED-REHAB/MOD SPEC NEEDS GENERI	[redacted]

COURSE NO.	TITLE	CREDIT GRADE
	FIRST SEMESTER 1992-1993 GA&S	
ED485	INDIV/LEARNG/BEHAV PROBS	3 B+
	SECOND SEMESTER 1992-1993 GA&S	
ED675	CONSULTN/COLLAB/EDUC	3 A-
ED593	INTRO/SPEECH/LANG DISORD	4 A
	SUMMER SEMESTER 1993 GA&S	
ED460	INTERP/EVAL/ED RESEARCH	3 B+
	FIRST SEMESTER 1993-1994 GA&S	
ED495	HUMN DEV/HANDICAPPNG COND	3 A-
ED579	EDUC ASSESS/LRNG PROBS	3 A-
	ACCEPTED IN TRANSFER FROM UMASS/BOSTON	
	06/08/94	
	BEHAV. AND CLSRM MGMT	3
	SECOND SEMESTER 1993-1994 GA&S	
ED429	GRADUATE FIELD LAB	1 P
ED587	REMEDIAL STRATEGIES	3 A-
ED595	ASMN/INSTRUC:READING DIFF	3 A-

COURSE NO.	TITLE	CREDIT GRADE
	SUMMER SEMESTER 1994 GSOE	
EDS04	MODERATE SPEC NEEDS&PRAC	3 A

10 00 KING,SUSAN [redacted]

NCATE approved institution and program. Student practicum completed [redacted] in grade 2-5

This student has completed a State ICC and NASDTEC approved program in MOD. SPECIAL N-9 and is institutionally recommended for certification in the area (s) indicated

Carol Collette

Certification Officer

REMARKS

MASTER'S COMPREHENSIVE EXAM:PASS:07/16/94

SIGNATURE OF UNIVERSITY REGISTER

DATE

OCT. 01, 2013

Official Transcript When Signed And Sealed

UNIVERSITY OF MASSACHUSETTS BOSTON
OFFICE OF THE REGISTRAR

100 Morrissey Boulevard
Boston, MA 02125-3393
United States

Name: Official Susan King
Student ID: [redacted]

OFFICIAL TRANSCRIPT
ISSUED TO STUDENT IN
SEALED ENVELOPE

Registrar

Print Date: 03/18/2013
Send To: Susan King
[redacted]

Transfer Credits

Transfer Credit from Boston College

1985 FALL

Course		Description		
EN	021	CRIT READ & WRIT	Accepted	3.00
EN	022	CRITICAL READ&WRIT	Accepted	3.00
HS	019	POL/INT HS MOD EUR I	Accepted	3.00
HS	028	POL/CUL HS MO EUR II	Accepted	3.00
MT	100	CALC I	Accepted	3.00
MT	101	CALC II	Accepted	3.00
PH	070	PHIL OF THE PERSON 1	Accepted	3.00
PL	071	PHIL PERS II	Accepted	3.00
PS	074	INTRO PSYCH II	Accepted	3.00
PS	073	INTR PSYCH I	Accepted	3.00

--------- Beginning of Undergraduate Record---------

1988 Spring

Program: Education - Undergraduate
Plan: Elementary Education, Major

Course		Description	Credits	Grade
BIOL	102	Evolutionary Biology	3.00	A-
ELMED	203	Issues & Tech Tchng	3.00	A
ELMED	204	Pre-Practicum II	3.00	B+
ENGL	201	Five British Writers	3.00	B+
MUSIC	110	Listening Experience	3.00	A

Dean's List

TERM GPA: 3.650 TERM CREDIT TOTALS: 15.00
CUM GPA: 3.650 CREDIT TOTALS: 45.00

1988 Summer

Program: Education - Undergraduate
Plan: Elementary Education, Major

Course		Description	Credits	Grade
ENGL	206	Six American Writers	3.00	A-

TERM GPA: 3.750 TERM CREDIT TOTALS: 3.00
CUM GPA: 3.670 CREDIT TOTALS: 48.00

1988 Fall

Program: Education - Undergraduate
Plan: Elementary Education, Major

Course		Description	Credits	Grade
ELMED	205	Comm & Literacy I	3.00	A
ELMED	308	Inqy,Dis,Hlth Mea II	3.00	A
ENGL	211	Wrtng & Rdg Poetry	3.00	P
ENGL	221	Intro British Lit II	3.00	A-
PEHLT	102	Health Science	3.00	A

Dean's List

TERM GPA: 3.940 TERM CREDIT TOTALS: 15.00
CUM GPA: 3.780 CREDIT TOTALS: 63.00

1989 Spring

Program: Education - Undergraduate
Plan: Elementary Education, Major

Course		Description	Credits	Grade
ELMED	306	Commun & Literacy II	3.00	A-
ELMED	309	Inqy,Dis,Hlth Mea II	3.00	A
ELMED	314	Patterns Of Cult I	3.00	A
ENGL	383	Shakespeare (Later)	3.00	B+
ENGL	415	Irish Literature	3.00	A

Dean's List

TERM GPA: 3.800 TERM CREDIT TOTALS: 15.00
CUM GPA: 3.780 CREDIT TOTALS: 78.00

1989 Summer

Program: Education - Undergraduate
Plan: Elementary Education, Major

Course		Description	Credits	Grade
ENGL	368	Modern Amer Fiction	3.00	B
ENGL	375	Children's Lit	3.00	A-
PHIL	210	Phil Of Education	3.00	A-
PSYCH	241	Infancy & Child Dev	3.00	A

TERM GPA: 3.630 TERM CREDIT TOTALS: 12.00
CUM GPA: 3.750 CREDIT TOTALS: 90.00

1989 Fall

Program: Education - Undergraduate
Plan: Elementary Education, Major

Course		Description	Credits	Grade
ELMED	404	Pre-Practicum II	3.00	A
ELMED	410	Ind Instr For Sp Nds	3.00	A-
ENGL	371	Adolescent In Liter	3.00	A
ENGL	427	Modern Irish Novel	3.00	A-
PEDNC	270	History Of Dance	3.00	A

Dean's List

TERM GPA: 3.900 TERM CREDIT TOTALS: 15.00
CUM GPA: 3.780 CREDIT TOTALS: 105.00

1990 Spring

Program: Education - Undergraduate
Plan: Elementary Education, Major

Course		Description	Credits	Grade
ELMED	430	Stdnt Tchg And Semnr	12.00	A-
ENGL	342	Hist English Lang	3.00	A

THIS STUDENT HAS COMPLETED A STATE ICC & NASDTEC APPROVED PROGRAM IN ELEMENTARY
EDUCATION 04D AND IS INSTITUTIONALLY RECOMMENDED FOR CERTIFICATION IN THIS AREA. 7/90

To be official, this document must be received directly from the University of Massachusetts Boston, or in an envelope with the signature of the Registrar across the back flap of the envelope. The face of this document must carry the university logo and the signature of the Registrar at the top; a raised seal not required. The transcript is printed on white paper with blue ink. This record is for the use of the recipient only and may not be reproduced or released to a third party or to the student.

UNIVERSITY OF MASSACHUSETTS BOSTON
OFFICE OF THE REGISTRAR

100 Morrissey Boulevard
Boston, MA 02125-3393
United States

Official

Name: Susan King

Student ID: [redacted]

David Cesaris
Registrar

Dean's List

TERM GPA:	3.800	TERM CREDIT TOTALS:	15.00
CUM GPA:	3.780	CREDIT TOTALS:	120.00

Degrees Awarded

Degree:	Bachelor of Science
Confer Date:	1990-06-02
Degree Honors:	Summa Cum Laude
Plan:	Elementary Education, Major
Plan:	English, Additional Major

End of Official

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UNIVERSITY OF MASSACHUSETTS BOSTON
OFFICE OF THE REGISTRAR

100 Morrissey Boulevard
Boston, MA 02125-3393
United States

Official

Name: Susan King

Student ID: [redacted]

OFFICIAL TRANSCRIPT
ISSUED TO STUDENT IN
SEALED ENVELOPE

David Cesario
Registrar

Print Date: 03/16/2013
Send To: Susan King
[redacted]

--------- Beginning of Graduate Record---------

1992 Fall

Program: Non Degree - Graduate

Course	Description	Credits	Grade
SPE G 607	Behvrl & Clsrm Mgt	3.00	B

TERM GPA: 3.000 TERM CREDIT TOTALS: 3.00
CUM GPA: 3.000 CREDIT TOTALS: 3.00

Degrees Awarded

Degree: Bachelor of Science
Confer Date: 1990-06-02
Degree Honors: Summa Cum Laude
Plan: Elementary Education, Major
Plan: English, Additional Major

End of Official

To be official, this document must be received directly from the University of Massachusetts Boston, or in an envelope with the signature of the Registrar across the back flap of the envelope. The face of this document must carry the university logo and the signature of the Registrar at the top; a raised seal not required. The transcript is printed on white paper with blue ink. This record is for the use of the recipient only and may not be reproduced or released to a third party or to the student.

BOSTON COLLEGE

CHESTNUT HILL, MASSACHUSETTS 02167

ACADEMIC RECORD

NAME	STUDENT NO.	SCHOOL ATTENDED
SUSAN ELIZABETH(KUSTKA) KING	[redacted]	MSGR RYAN MEM H S

ADDRESS ON ADMITTANCE	ADMITTED TO
[redacted]	COLLEGE OF ARTS & SCIENCES

DEGREE CONFERRED AND DATE	CONCENTRATION	DATE OF BIRTH
		[redacted]

COURSE NO.	TITLE	CREDIT	GRADE
FIRST SEMESTER 1985-1986 A&S			
EN021	CRIT READING & WRITING I	3	B
PL070	PHILOSOPHY OF THE PERS I	3	B+
MT100	CALCULUS I	3	B-
HS019	POL & INT HIST/MOD EUR I	3	B
PS074	INTRODUCTORY PSYCH II	3	B-
SEM PTS 44.01 CRDS 15 AVE 2.934			
CUM PTS 44.01 CRDS 15 AVE 2.934			
SECOND SEMESTER 1985-1986 A&S			
EN022	CRIT READING & WRITING II	3	A-
PL071	PHILOSOPHY OF THE PERS II	3	B
MT101	CALCULUS II	3	B
HS028	POL & CUL HIST/MOD EUR II	3	B-
PS073	INTRODUCTORY PSYCH I	3	C
SEM PTS 43.02 CRDS 15 AVE 2.868			
CUM PTS 87.03 CRDS 30 AVE 2.901			

01 89 KUSTKA,SUSAN ELIZABETH 011626740

REMARKS

LANGUAGE PROFICIENCY REQUIREMENT COMPLETED

SIGNATURE

UNIVERSITY REGISTRAR

DATE

[redacted] 2013

Official Transcript When Signed And Sealed

Cynthia S. Listewnik, MSW
72 Anne Marie Drive
Holliston, MA 01746
[redacted]

November 1, 2023

RE: Susan E. Kustka, MEd - Letter of Reference

To Whom it May Concern:

I first met Dr. Kustka three years ago when the pandemic began, schools were shuttered across the country and our long-time superintendent abruptly resigned. As a veteran school committee member, I was charged with leading an accelerated six-week search process to find suitable interim Superintendent candidates from which the school committee would consider. Dr. Kustka's application was quite literally the last application that we included into the process prior to the deadline. I was immediately struck by the breadth of her experience, having worked her way up from a teacher to an administrator with many growth opportunities along the way to expand her skills in special education, leadership, collaboration, curriculum development and collective bargaining. She had an impressive list of accomplishments and glowing recommendations from supervisors and colleagues alike. We met via Zoom and the team was impressed by her commitment to educating every child and her resolve that we would do our best to meet their needs despite the dire circumstances. She responded to our questions with confidence, clarity and depth despite the unpredictability and newness of the platform at the time. Dr. Kustka was well prepared for the daunting task at hand, which was to safely return to in person learning during a global pandemic.

Dr. Kustka was not going to let the pandemic sideline our student's educational journeys. She had mere weeks to meet with her administrative team to develop three plans, remote only, hybrid and in person. The school committee overwhelmingly believed that maximizing in person learning, while managing safety concerns, provided the best opportunities for our students educational, social and emotional health and wellbeing. Working parents rely on the schools to provide stability and consistency so that they provide for their families. Holliston was the only district in Massachusetts to offer fully in person learning available to our youngest and most vulnerable learners grades K-3. Dr. Kustka communicated with the community frequently and effectively to keep everyone abreast of the shifting sands of Covid-19 protocols, mitigation strategies and monitor rates of infection while maintaining safety.

Further, Dr. Kustka was resolute in her belief that the district should continue to move forward on important goals and initiatives. She hired an administrator to support the ongoing social and emotional learning curriculum needs and embed strategies and protocols to serve the unique needs of our students. In addition, she expressed a deep commitment to equity across the district. She initiated an overhaul of the district strategic plan engaging community partners into the process which fostered support and greater collaboration among Town departments. This process helped build capacity within the district to engage in an equity audit of our programs to assess our hiring, policies, curriculum and instructional materials with recommendations to ensure that they are free from bias and reflect culturally

responsive best practices. This important work is ongoing and Dr. Kustka has never shied away from engaging in difficult conversations while responding to community feedback.

When the Town learned that we would receive significant funds from the American Rescue Plan Act, we reviewed the guidelines with the Town Administrator to verify that we could access these funds to jumpstart a Tuition-Free Full-Day Kindergarten initiative - a longstanding goal of the committee for over 15 years. Dr. Kustka was already collaborating with her administrative team to devise a 5-year budget implementation plan along with a data-rich presentation extolling the benefits of full day kindergarten instruction for all. This transformational initiative was essential to our youngest learners, especially in the wake of the pandemic when most, if not all, of our children did not have the benefit of any available preschool programs. Dr. Kustka should be incredibly proud of her efforts to secure these commitments which will pay dividends for years to come for all new families to the district.

I have worked closely with Dr. Kustka throughout her entire tenure here in Holliston including one year as chair. Dr. Kustka is an authentic and creative problem solver. She has overcome many obstacles to become the professional she is today and it shows in her compassion, drive and determination. She seeks compromise and understanding, and works hard to build relationships with her staff and overcome some challenges and work through sometimes contentious circumstances. Simultaneously, she does not sit in her corner office, but chooses to lead by example walking the buildings and holding regular advisory meetings with students at all levels. She continues to demonstrate a willingness to learn and grow as a professional in order to meet the needs of the district for which I am truly grateful.

Throughout her time in the district she has remained steadfast and passionate about serving the best interests of children. I am pleased to offer this unequivocal recommendation for Dr. Susan Kustka and I am confident that she will be an incredible asset to your district. Please do not hesitate to reach out to me if you require further testimony to her skills and expertise.

Most sincerely,

Cynthia S. Listewnik, MSW
Holliston School Committee Member & Former Chair

HOLLISTON
Public Schools

November 15, 2023

To Whom It May Concern:

It is my great pleasure to write this letter of recommendation for Dr. Susan Kustka. I am in my third year as Assistant Superintendent for Curriculum and Instruction and truly believe that she would be a huge asset to your district. During my tenure alone, Dr. Kustka has led numerous major projects and accomplishments that have improved our district and positively impacted our students' experiences and education.

Dr. Kustka worked with consultants to develop and implement a 5-year district strategic plan. She created and formed the strategic plan committee with a wide variety of stakeholders: town manager, selectboard chair, administrators, teachers, parents, and students. This committee, with Dr. Kustka being an active member, spent the year collaboratively creating our living and breathing 5-year plan. After the strategic plan was finalized, Dr. Kustka then directed her administrative council to utilize the plan to guide the district and school goals and improvement plans, as well as all professional development. All district work is tied directly to the strategic initiative that it supports. Dr. Kustka regularly shares this work through community newsletters which inform stakeholders the current work within the district and explicitly states how the work is supporting our district strategic initiatives.

Equity for all students and staff is a core belief that Dr. Kustka possesses. Some of the ways she has shown that is through: the creation of a new position - Director of SEL and Equity, supporting both the Director and myself in our Influence 100 work, and by working with an outside consultant on an equity audit.

Dr. Kustka has moved our district forward in curriculum work. She was able to bring full day Kindergarten to the district three years ago, which had been an equity issue within the district. Two years ago, Dr. Kustka restructured our curriculum positions to include three Pre-K-12+ Curriculum Coordinators in the areas of Humanities, STEM, and Unified Arts. Due to their efforts, we have been able to post Stage 1 of curriculum maps on our website for clear community transparency. She also reinstituted learning walkthroughs with our admin council and calibration work around teacher evaluations.

I have mentioned just a few examples of why Dr. Susan Kustka would be an incredible leader for your school district, administrators, students, families, and staff. If you have any questions regarding my letter, please do not hesitate to contact me at [redacted]

Sincerely,

Dr. Joanne Menard

Joanne Menard, Ed.D.
Assistant Superintendent for Curriculum & Instruction

July 1, 2023

RE: Candidate -Dr. Susan Kustka

To Whom This May Concern:

It's bittersweet that I write this recommendation as it means that Dr. Kustka will most likely leave our district for another opportunity. I'm thrilled for her but disappointed for our district.

For the past three years, Dr. Kustka has proven day in and day out that she embodies the qualities needed and desired for a district leader. In May of 2020, districts around the Commonwealth and the country were in the midst of a global pandemic where schools had closed three months prior. Like everyone, Holliston School Committee was in a constant state of unknown and were waiting for State leaders to offer guidance for the upcoming school year. In addition to that unknown, the Holliston School Committee was notified that the Superintendent at that time had been offered a position in another district. We needed to come up with a plan and fast. Very quickly, we decided to look externally for an interim superintendent, someone who could steer the ship straight as we moved through rough seas. After an expedited search, we hired Dr. Kustka and she joined us on July 6, 2020.

Wikipedia and Learn.org tell us that "Educational leadership is built on the premise of constructing and applying knowledge in ways that make a positive difference." Dr. Kustka came into the district and helped formulate three reentry plans as mandated by Massachusetts Department of Elementary and Secondary Education. Holliston Public Schools was one of the very few districts that reopened on September 16, 2020 with Kindergarten through Grade 3 students coming to school for a full day/5 days a week. These students also had the choice of full-time remote learning. The Grade 4-Grade 12+ students had the choice of a full on-line model or a hybrid schedule five days a week with a teacher, coming to school for in person learning, three times a week with synchronous learning for two days. Due to her understanding that the elementary school years are the foundational years for students, she advocated for students and convinced the School Committee that this was the best model for students.

We had a very successful re-entry to school for the 2020-2021 school year. Dr. Kustka set high expectations and goals for the district and for herself. She opened the year with the "Building Bridges" theme. As the district leader, she wanted to be able to better connect her to her "new" district, to help reconnect the district as we had gaps in relationships (the School Committee voted against signing a contract with Holliston Federation of Teachers, Teachers Unit in May 2020 because of the pandemic), gaps in learning, gaps in structure and accountability. The community was beyond grateful for her leadership in implementing the re-opening plan and overwhelmingly (98% of the families surveyed) agreed to not only extend her by a year but to remove "interim" from her title. Parents raved about improved communication in the three months since her arrival.

The district's strategic plan was set to expire during the 2021-2022 school year. Dr. Kustka made it one of her objectives to have a successor plan approved in time for the 2022_2023 school year. With the approval of the School Committee, she hired a consultant to help a team of 27 students, teachers, parents/caregivers, and community members work together to research and write a new five year plan. The School Committee approved the plan for 2022-2027 in June 2022.

Everything that has been asked of her has been done- simply, she gets it done. She strategizes, prioritizes, and uses creativity to solve issues and situations with student success being the driving force.

Dr. Kustka's creative thinking and desire to find solutions that are in the best interest of students have been a breath of fresh air for our district. For over twenty years, we have struggled with implementing tuition free-full day kindergarten. Holliston was in the handful of districts who still charged tuition. Dr. Kustka made this a top priority as she saw the adverse effects of the pandemic on our students and wanted to close as many learning gaps as possible. With the extension of federal and state funds, she came up with a plan that would allow us to provide our full day program for all kindergarten students and move this into the district's operating budget. It is through her relationship with our Assistant Superintendent of Finance and Operations and our Town Administrator that she was able to implement this plan.

For the past several years, Holliston has been seeing an increase in diversity- diversity in socioeconomic groups, race, languages spoken at home, family make up, and diversity in the number and needs of students district wide. These growing pains had not been addressed until Dr. Kustka arrived. She was able to focus on diversity, equity, and inclusion once we started to come out of the pandemic. The first thing she did was hire a Director of Diversity, Equity, and Inclusion.

If you are looking for an educator, student advocate, special education teacher, building and district leader, there is absolutely no question that she will positively affect not only the students, teachers, staff and parents in your district but the entire community as well.

I bring to you the sincere confidence in my ability to assess exceptional educators and leaders of character. Dr. Susan Kustka not only demonstrates these qualities, she has a thirst for knowledge and intellectual insight that I have rarely seen, combined with a work ethic and moral code that is of the highest order making her one of the truly unique people I have had the pleasure of working with. I enthusiastically endorse your hiring her knowing you will build a district culture that is of the highest order based around her immense talents and her desire to move all students and staff forward.

Dr. Kustka does everything with a vision, a passion and an understanding of the importance of every last detail with no stone going unturned. Her students and the staff respect and admire her for the energy and enthusiasm with which she disseminates her knowledge of effective instruction and school leadership. She stays late, incessantly "picks the brains" of those with more experience, surrounds herself with great people and does not need to be center stage as long as the end results help kids. She is without a doubt student centered, respects her staff, listens openly and is able to hear all stakeholder opinions.

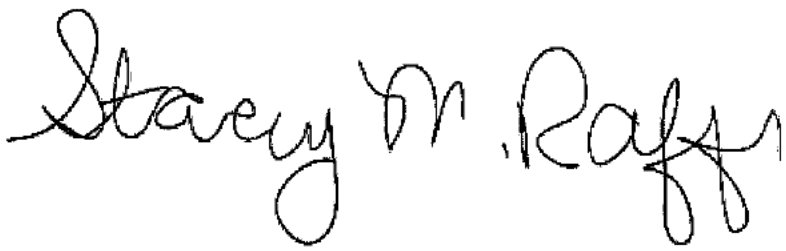
Her love of teaching and learning is infectious. Susan demands excellence from her teachers, her parents, her students, herself and her community and yet knows how to move people forward who are not producing as effectively as they can. Susan always keeps the best interests of the students at the forefront of her decision-making. Thisis why I am certain that Susan is the ideal candidate for your leadership position. Although I will be disappointed to see her go, I know that this opportunity is a perfect match of her talents, expertise and commitment to education.

I implicitly trust Susan in her approach to her work and in her character and without question, I know that her interest in school leadership is driven by both her intellectual curiosity and her desire to help motivate and work with youth of all abilities. I have seen her engaged in a deep conversation on pedagogy with an "Educational Leader" and being able to stand her ground, remain controlled and deliver a convincing rationale. I applauded her then and do so every day when I witness her most recent handling of a situation. Her empathic nature leaves everyone who comes in contact with her a greater sense of dignity and self-worth without her ever having to sacrifice what is right, bend the rules or look the other way.

Susan is an exceptional leader who stays on top of the research regarding teaching and learning. Her style is accessible to everyone and she helps everyone fortunate enough to come in contact with her grow personally and professionally. She is so well trained and respected that she has led countless committees and delivered a myriad of professional development activities. Her resume speaks of all her work, but I have worked closely with her on committees on school safety, climate, hiring, diversity, and other vital programs, as well as the day to day operations of a large high school. In addition, she is trained in so many current pedagogies that she is able to use her professional and academic experiences to help create authentic, personalized learning tasks for each of her staff.

If you have any questions please feel free to contact me. I can be reached at [redacted]

Best,



Stacey M Raffi

Holliston Public Schools, School Committee Member (2014-2023)

Former Holliston School Committee Chair (2019-2021)

Kathleen A. Smith, J.D.

[redacted]

November 2023

To Whom It May Concern,

It is with complete confidence and without hesitation that I write this letter of recommendation for Dr. Susan Kustka in obtaining the position of Superintendent of Schools as you seek a progressive and dynamic leader for your school district. I have known Dr. Kustka for over 10 years in the roles of both an Assistant Superintendent in Weymouth and the Superintendent of Schools in the Holliston Public Schools. Susan has been an inspirational district leader, curriculum supervisor, and teacher. In working alongside Susan as a colleague in the Tri County Superintendent Roundtable and in her role as Board Chair for the ACCEPT Collaborative, I quickly assessed her to be an exemplary and effective leader who has established high functioning systems in Holliston that work together to support the district's vision, mission and core values.

Dr. Kustka strives to create an inclusive school environment demanding equally high outcomes for all students and teaching professionals. She is committed to equity for student groups that have been historically underserved. She leads with a focus and commitment that all students have access to educational resources, and opportunities to meet high expectations for cognitive, behavioral, and social and emotional growth throughout her career as a school leader. Dr. Kustka is seen as an excellent facilitator and fully understands how to build collaborative teams and strong professional learning communities among principals and district administrators. She has planned and facilitated many leadership team trainings.

Susan always demonstrates courage when dealing with conflict and making tough decisions. She builds trust through active listening, empathy and shared goals with her leadership team. She has effectively brought her team of principals and district leaders together to create data driven goals and metrics for measuring outcomes of these goals as determined by the district's strategic plan.

Dr. Kustka is also responsible for providing structures and support to the elementary, middle, and high school levels to develop a collaborative approach to curriculum development and assessment across the district. She is also leading the work at all levels to develop a Professional Development plan tightly aligned with the district strategic plan.

Dr. Kustka works closely with the principals and administrators she supervises to empower them to set and uphold high expectations for student behavior and ensure implementation of district wide policies and systems that foster and support safe school environments.

In closing, Dr. Kustka approaches everything she does with courage, compassion and determination. Susan's experience as an educational leader in both suburban and urban-like school districts has served her greatly in the role of Superintendent of Schools. She is a dedicated school leader whose priority is to improve student learning experiences for all students. If you have the opportunity to hire Dr. Susan Kustka to lead all aspects of your school community do so without hesitation. Please contact me if I can provide you with any additional information.

Sincerely,

Kathleen Smith

Kathleen A. Smith, J.D. Retired Superintendent, Brockton Public Schools, Interim Superintendent, Weymouth, Dover Sherborn and Newton Public Schools

SUSAN E. KUSTKA, ED.D

[redacted]

April 3, 2025

Berlin-Boylston Public Schools Search
c/o Tracy Novick MASC
One McKinley Square
Boston, Massachusetts 02109

To Whom It May Concern:

I would like to introduce myself as a lifelong learner and educator who has dedicated my life to making a difference in the lives of students in the communities I have served for almost 30 years. The mission of the Berlin-Boylston Regional School District (BBRSD) is, "To support and challenge all students to achieve personal and academic excellence in a student-centered environment." This statement resonates deeply with me and should be fostered by the leader of BBRSD. Given my commitment to excellence and passion for improving equitable opportunities for all students, while empowering both students and educators to achieve their highest potential, you will not find a more qualified and dedicated individual to lead as Interim Superintendent of BBRSD.

Starting my role as superintendent in July of 2020, during the height of COVID, has prepared me well to pivot as needed to overcome the ever-growing challenges facing school and district leaders in public education today. When I arrived in Holliston, having only met people via Zoom, it was quite difficult to build the much-needed relationships that are so critical to a superintendent's success. However, I prioritized establishing a collaborative leadership style early on and quickly set the tone for my team. Together, we successfully developed and implemented a plan to get students and staff safely back to school.

One of the most critical relationships for superintendents is with the leaders of employee unions. My tenure in Holliston began with a teachers' contract that had been tentatively agreed upon by the union and the school committee in March of 2020 but not ratified because of the sudden uncertainty surrounding COVID. I found myself in the middle of a two-year mediation process between the Holliston School Committee and the Holliston Federation of Teachers. In fact, for three of my first four years on the job, the district was mired in tension over unsettled contracts.

However, I knew that an adversarial relationship with the union leaders ultimately would present an obstacle to important work that had to be done in service of children. Despite tense contract negotiations, my leadership team and I have worked with our staff and union leaders to move the district forward, with important initiatives like the much-needed alignment of programs and curriculum vertically and horizontally. Last fall, I was able to collaboratively partner with the school committee chair and union president to advocate for a successful town override which provided funding for a new three-year teacher contract. That agreement included very competitive

salaries to attract and retain our amazing educators and increased instructional time to enhance student learning. With increased effort and empathy, I have worked to foster and improve the somewhat strained relationships that had developed in order to help us all work together to improve outcomes for staff and students in HPS.

As Superintendent of Holliston Public Schools, I have had the privilege of leading initiatives and celebrating numerous accomplishments that support the success of students, staff, and the broader community. Recognizing an increase in dysregulated students, I wrote a job description and sought funding for a new position of Director of SEL & Equity which I hired in July of 2021, a position that had been so desperately needed in Holliston Public Schools. That same year, we began the process of developing and implementing a new HPS 2022-2027 Strategic Plan, and we have aligned all of our professional development, school and district goals, curriculum development, and the budget process directly to the strategic initiatives identified. Equitable opportunities for all students are at the heart of our strategic plan. As a result, I identified grant funding to complete an equity audit for the district. The work on the strategic plan and the equity audit are and will continue to be instrumental in promoting and encouraging long-term sustainability of the work necessary to create a rigorous, safe, and supportive educational environment for all HPS students.

The role of interim superintendent is unique in that it requires a veteran educational leader to be able to navigate budgetary and staffing challenges, while also working to steady the ship during the uncertain times currently being faced by public school districts. I am committed to continuing the Berlin-Boylston Regional School District's tradition of excellence by advocating for innovative teaching practices, prioritizing inclusivity, and preparing students to be lifelong learners and global citizens. I am confident in my ability to work collaboratively with educators, families, and the broader Berlin-Boylston Communities to continue the work laid out in the strategic plan, and I welcome the opportunity to discuss how my experience and vision align with the goals of BBRSD.

Education is not just a profession for me—it is a cornerstone of who I am. As the mother of a teacher and the aunt of a future educator, I take pride in knowing I've inspired a new generation to embrace this calling. My husband and adult children (and our two dogs) are deeply supportive of my career and the long hours I devote to students and educators, allowing me to lead with passion and purpose. I am eager to bring this commitment, along with my vast experience as a district leader, to BBRSD.

Thank you for considering me for this crucial leadership role at Berlin-Boylston Regional School District.

Sincerely,

Susan E. Kustka